National Endowment for the Arts

THE MAYORS' INSTITUTE ON CITY DESIGN

In partnership with

The U.S. Conference of Mayors and
The American Architectural Foundation

The Mayors' Institute on City Design (MICD) is a partnership program of the National Endowment for the Arts, the American Architectural Foundation, and the United States Conference of Mayors. Additional funding has been provided through a generous gift from the Edward W. Rose III Family Fund of the Dallas Foundation and the Bank of America.

NATIONAL ENDOWMENT FOR THE ARTS
A great nation deserves great art.

National Endowment for the Arts

The National Endowment for the Arts (NEA) is a public agency dedicated to supporting excellence in the arts, both new and established; bringing the arts to all Americans; and providing leadership in arts education. Established by Congress in 1965 as an independent agency of the federal government, the NEA is the nation's largest annual funder of the arts, bringing great art to all 50 states, including rural areas, inner cities, and military bases.

American Architectural Foundation

American Architectural Foundation

The American Architectural Foundation (AAF) educates individuals and communities about the power of architecture to transform lives and improve the places where we live, learn, work, and play. Through our outreach programs, grants, scholarships, and educational resources, AAF inspires people to become thoughtful and engaged stewards of the built environment.

U.S. Conference of Mayors

The U.S. Conference of Mayors (USCM) is the official nonpartisan organization of cities with populations of 30,000 or more. The U.S. Conference of Mayors promotes effective national urban/suburban policy, strengthens federal-city relationships, ensures that federal policy meets urban needs, provides mayors with leadership and management tools, and creates a forum in which mayors can share ideas and information.

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Vance Jacobs

Helping Communities Design Their Futures

Of all the programs sponsored by the National Endowment for the Arts, it is hard to imagine one that has done more tangible public good than the Mayors' Institute on City Design. Since its creation more than 20 years ago, the Institute has graduated more than 750 mayors, many of whom have returned to their cities with a renewed sense of purpose and a newfound belief in the power of design.

The inspiring results can now be documented. Cities have been reconnected to their waterfronts, highways replaced by tree-lined boulevards, new civic buildings well located and beautifully designed. Even a short list of this program's many accomplishments demonstrates the positive leadership and informed counsel the Mayors' Institute has provided to communities across the nation.

My conversations with the program's alumni, without exception, have yielded compelling stories of specific physical outcomes that would not have occurred without the inspiration and education offered by the Institute. Some of these are discussed in the pages ahead.

The Arts Endowment is convinced that skillful civic design makes a concrete impact on the character of a community and the lives of its citizens. For this reason, we will continue our strong support of the Mayors' Institute on City Design as one of the agency's signature programs. I am grateful to our partners, the American Architectural Foundation and the U.S. Conference of Mayors, for their stewardship of this program. I hope that you will join us in helping the Institute bring its powerful message to even more mayors and cities.

Dana Gioia

Dana Gioia
Chairman
National Endowment
for the Arts

National Advisory Council

The MICD National Advisory Council, led by MICD Founder and Charleston Mayor Joseph P. Riley, Jr., consists of an impressive group of 25 nationally known leaders on urban design issues. The members were selected because of their demonstrated commitment to improving urban design and their belief in its ability to transform cities. They are helping to increase the impact of the program by helping boost visibility and support for the Mayors' Institute.

Joan Abrahamson
President
Jefferson Institute
Los Angeles, CA

Eugenie Birch
Professor and Chair
University of Pennsylvania
Department of City and Regional Planning
Philadelphia, PA

Fred Carl
Founder, Chairman, President, and CEO
Viking Range Corporation
Greenwood, MS

Adele Chatfield-Taylor
President
American Academy in Rome
New York, NY

The Honorable David Cicilline
Mayor
City of Providence
Providence, RI

The Honorable Manuel Diaz
Mayor
City of Miami
Miami, FL

Mark Falcone
CEO and Founder
Continuum Partners
Denver, CO

Reese Fayde
Principal
Reese Fayde & Associates
New York, NY

Richard Florida
Author
The Rise of the Creative Class
Toronto, Canada

Robert Forbes
Founder and Director
Studio Forbes
San Francisco, CA

The Honorable Shirley Franklin
Mayor
City of Atlanta
Atlanta, GA

Harvey Gantt
Founder and Partner
Gantt Huberman Architects
Charlotte, NC

Alexander Garvin
Founder
Alex Garvin and Associates
New York, NY

The Honorable Kay Granger
U.S. House of Representatives
12th District of Texas
Washington, DC

Mary Margaret Jones
President
Hargreaves Associates
San Francisco, CA

Robert Larson
Managing Director and Chairman
Lazard Freres Real Estate Investors
Bloomfield Hills, MI

Richard Moe
President
National Trust for Historic Preservation
Washington, DC

Robert Peck
Senior Vice President
The Staubach Company
Washington, DC

Daniel Pink
Author
Free Agent Nation and *A Whole New Mind*
Washington, DC

The Honorable Joseph P. Riley, Jr.
Mayor
City of Charleston
Charleston, SC

Jaquelin T. Robertson
Partner
Cooper Robertson
New York, NY

Craig Robbins
President
Dacra
Miami Beach, FL

Peter Rummel
Chairman and CEO
The St. Joe Company
Jacksonville, FL

Stacey Davis Stewart
Senior Vice President of Charitable Giving
Fannie Mae
Washington, DC

Marilyn Taylor
Partner
Skidmore, Owings, and Merrill
New York, NY

Tom Cochran
Executive Director & CEO
The U.S. Conference of Mayors

"America is defined by its cities. And cities are defined and made memorable by their landmarks, their waterfronts, their neighborhoods, their great public spaces. No one has more influence on a city's design than its mayor, and that's why the Mayors' Institute on City Design is so powerful. It brings together mayors with designers who help them implement their vision for their cities in the best possible way. That's why the U.S. Conference of Mayors is such an enthusiastic partner in the Mayors' Institute."

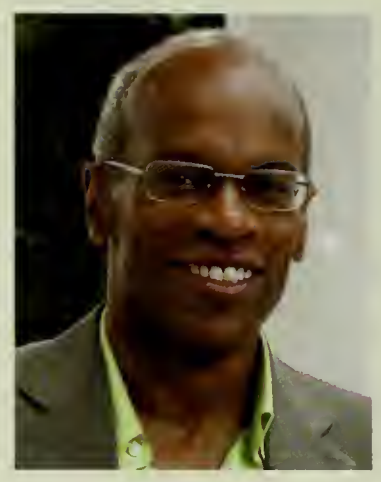
Ron Bogle, HON. AIA
President & CEO
The American Architectural Foundation

"Since 1986, the Mayors' Institute has been elevating city design as a priority for the chief elected officials of our cities. We are preparing for an era in which design will be at the top of the agenda for cities that want to compete and succeed. These are dynamic, innovative times, which only elevate the need for the Institute."

Jess Wendover, AICP, LEED-AP
Director
The Mayors' Institute on City Design

"The mayor's office has tremendous potential to shape every design decision in an American city. Until they attend the Mayors' Institute, many mayors don't understand the power of design to shape a vibrant, diverse, livable, and sustainable city. The Mayors' Institute on City Design works to equip these local leaders with the tools to achieve real greatness in their community."

"The Institute remains one of the most unique learning environments available to mayors today..."


Tom Cogill

The Mayors' Institute on City Design

Maurice D. Cox
Director of Design
National Endowment for the Arts

Creating, protecting, and enhancing the quality of life in American cities is an extraordinary responsibility—one that falls squarely on the shoulders of our nation's mayors.

When, in 2002, I became mayor of Charlottesville, Virginia, home to the University of Virginia and the legacy of Thomas Jefferson, I was struck by the visible connections between urban development decisions I was entrusted to make and the built environments that resulted. I quickly learned that beautifully designed streets, vibrant neighborhoods, and dynamic public squares, parks, and civic buildings are the very embodiment of the "quality of life" that citizens desire. When mayors lead with the profound understanding of their role as shapers of such places, they dramatically increase the opportunities to create better cities. But where can mayors go to learn the art of city design?

The Mayors' Institute on City Design was conceived in 1986 by Charleston Mayor Joseph P. Riley and architect/urban designer Jaquelin Robertson with the goal of providing mayors across the nation the necessary tools to shape more livable communities. The Institute remains one of the most unique learning environments available to mayors today, giving many of them their first real opportunity to be surrounded by some of the nation's best design professionals and to learn both the practical tools of good city design and a vocabulary to talk about design in ways that relate to their constituents' lives. In order to serve the widest range of cities, in every corner of our country, six Institutes are held each year: four regional Institutes, hosted in partnership with schools of architecture and design at leading universities, and two national Institutes conducted to serve our nation's larger cities. With more than 750 alumni mayors to date, the extraordinary results of this ongoing work are now visible in hundreds of revitalized cities across America.

Part of the success of the Mayors' Institute results from its simple premise and unique, intimate format. Over a two-and-a-half-day period, eight mayors gather together with eight designers who act as their confidants, assisting them in their understanding of a complex urban development challenge specific to each mayor's city. The unresolved urban design case studies are brought to the Institute and presented by the mayors without their staff or the presence of the media. All the mayors then approach eight different design challenges—including their own—quickly increasing their capacity to address problems, and use innovative design thinking to reframe the unique opportunities

presented by these challenges. Often, the gap between the collective values of their community and the urban design challenge presented by the mayor is bridged. In thoughtful discussions between mayors and designers, never-imagined opportunities are frequently revealed, continually raising the bar on design excellence. Many mayors leave with a renewed sense of confidence in their ability to articulate a design vision for their cities and make effective decisions, while others find themselves simply better equipped to ask the right questions. All return to their communities inspired to use design to better the quality of life of all their citizens.

One of the challenges all mayors face when returning home energized by the Institute and their role as chief designers of the city is how to capitalize on their new insights. How are the design lessons learned, shared, and reinforced among city council colleagues, professional staff, and other key community leaders in a way that advances the work? As a result of a generous gift from the Edward W. Rose III Family Fund of the Dallas Foundation—made possible by former member of the National Council on the Arts, Deedie Rose—the National Endowment for the Arts is launching an exciting new exploratory program of the Mayors' Institute in 2008. Initially serving a small group of mayors, the program will make available a post-Institute technical assistance team of designers to support the mayors' vision and help ensure that the lessons learned on the value of design are shared with the community.

Mayor John Hickenlooper confers with Susan Rodriguez of Polshek Partnership Architects over the design of Denver's Union Station Plaza.

Martin O'Malley
Governor of Maryland
Former Mayor of Baltimore, MD
MICD Miami Special Session, 2006

"The Mayors' Institute provided me with a unique opportunity to discuss some of Baltimore's urban redevelopment plans with some of the best minds in the country. I really enjoyed my discussion with some of the best mayors in America who shared their own vision for their cities, and was able to apply their honest feedback to the improvement of the quality of design for Baltimore. I hope to apply what I learned for Baltimore in my new role as governor for the state of Maryland."

"...a decision about the physical design of a city will influence the city and its people for generations."

Design and the American Mayor

Joseph Riley
Mayor of Charleston,
South Carolina

America was settled by people who desired a rural, agrarian experience. But now we are the largest urban nation in the world. Increasingly, the daily lives of most Americans are influenced by towns and cities. The extent to which our towns and cities are places of beauty, order, and inspiration is the extent to which this civilization in America will thrive.

Who is chiefly responsible for the successful design of a city? The mayor is. But until the Mayors' Institute, few mayors realized this responsibility and opportunity.

We mayors exhaust ourselves with lots of decisions—political, personnel, budget. But 100 years from now, there will be no real evidence of how we made those decisions. In contrast, a decision about the physical design of a city will influence the city and its people for generations. This was my awakening: that mayors can be and should be the chief urban designers of their cities.

Mayors are quick studies. They are smart, or they wouldn't get elected. They are adroit; they can handle problems and challenges and quickly become learned in them. But few have any real experience or training in their greatest responsibility, the physical design of the city. And all design decisions come across the mayor's desk. They may not look like design issues, but they are: land use or zoning issues, infrastructure issues, street or highway planning, parking, landscape, facility siting issues, and more. Decisions about these issues almost always impact the design of our cities and not just for awhile, rather for a very long time.

Mayors come to the Institute as regular people, but I promise you, they leave as zealous apostles of good urban design. You can see the light bulbs go off in their minds. They start fidgeting. They can't wait to get home. They want to get it going, whether it reaffirms instincts they had or they are secretly alarmed by the bad decisions they have made. At one recent Institute, a mayor said, "Stop! Wait! Don't say anything. I have to make a phone call. They are doing the wrong thing back home. I have to stop them before it is too late."

They not only leave the Mayors' Institute as changed people, but they go home and they change their cities. More than 750 mayors have gone back with new opportunities and responsibilities and duties.

I can take you from Anchorage to West Palm Beach, from Honolulu to Boston, and show you parks and fountains, new downtowns, restored Main Streets, affordable housing skillfully designed,

splendid public grounds, and so much more that has been shaped by a mayor's participation in the Institute.

The former mayor of Sacramento sent me a note a few months ago that said, "Remember, Mayor, I came to the Institute with a design issue, but what I learned was that we hadn't protected our state capitol. I went back, brought in designers, and we created a new planning requirement so that large buildings couldn't be built right in front of the state capitol of California."

The mayors go home accepting the responsibility of being their city's chief urban designer. They don't go back as architects or landscape architects or planners. They go back as leaders, accepting the responsibility to make the physical development of their cities more worthwhile.

Now, these are physical things that lend themselves to statistics. But in the final analysis, it is the human experience that counts. That is what this is about.

We built a waterfront park in our city that could have been a gated, high-rise, private, big-tax-base center. Instead, we made it a beautiful park for all people. And one morning right after we built the park, I was jogging past, and I saw a fellow sitting on the edge of the park. I didn't disturb him, but I saw him again two weeks later. I knew this fellow. He had epilepsy. His job was sweeping up in front of a filling station and shining shoes. He rode a bicycle and lived with his mother. He couldn't travel; Charleston was his entire world. And I said, "I saw you, Clarence, at the park the other morning. You go there often?" And he said, "Yes, I go every day." And I asked, "Why?" He said, "Mayor, because it is so beautiful, and I love it when the sun comes up, and the big ships are coming into the harbor."

In our country now, it is not the whippoorwill on the fencepost along a rural trail that is a daily experience for most Americans. Rather, it is the streets and public places in cities. Because of the work of the Mayors' Institute on City Design, these daily experiences for our citizens are increasingly those of beauty, order, and inspiration worthy of a great nation.

Charleston's Waterfront Park

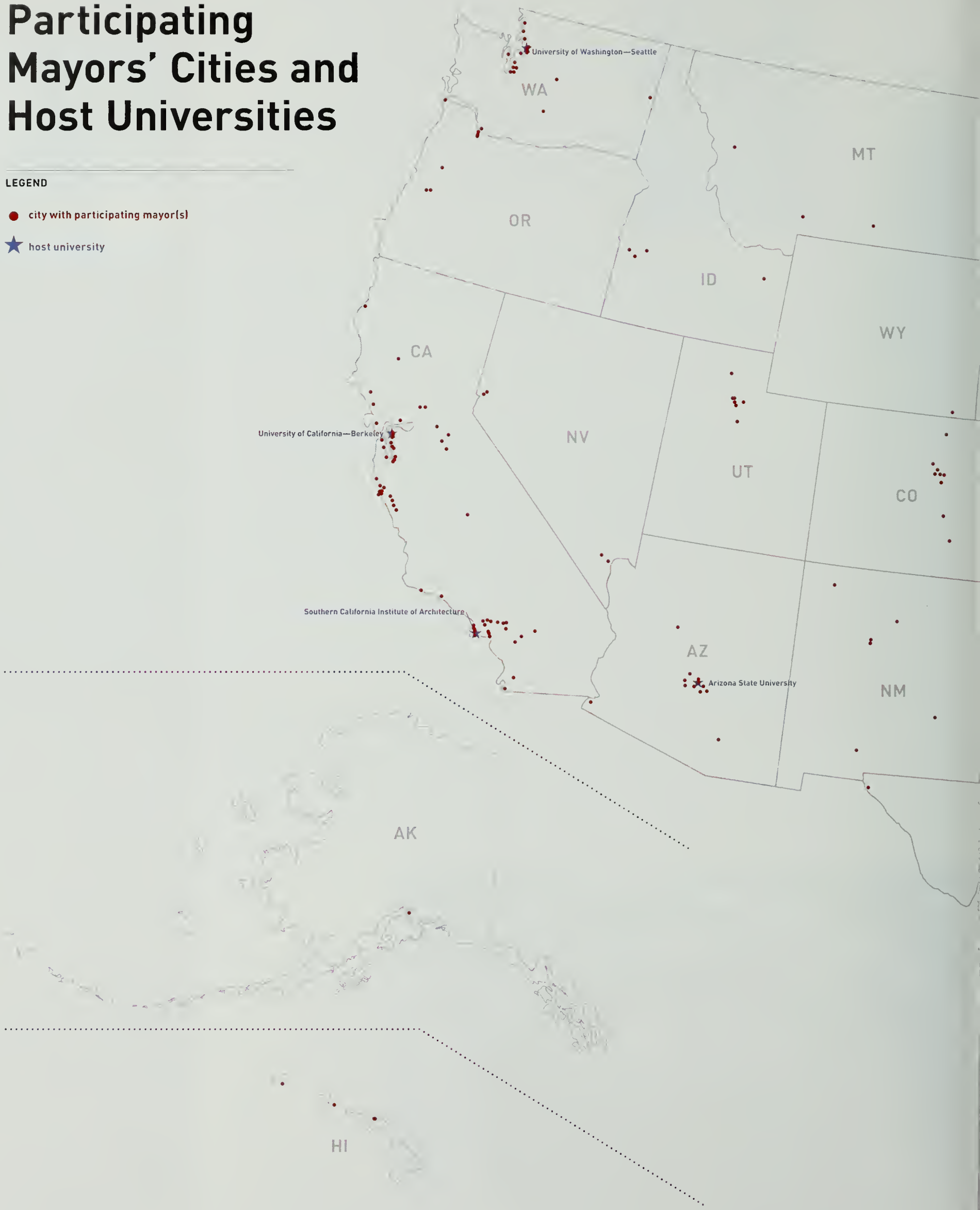
R. T. Rybak
Mayor of Minneapolis, MN
MICD 33, 2004

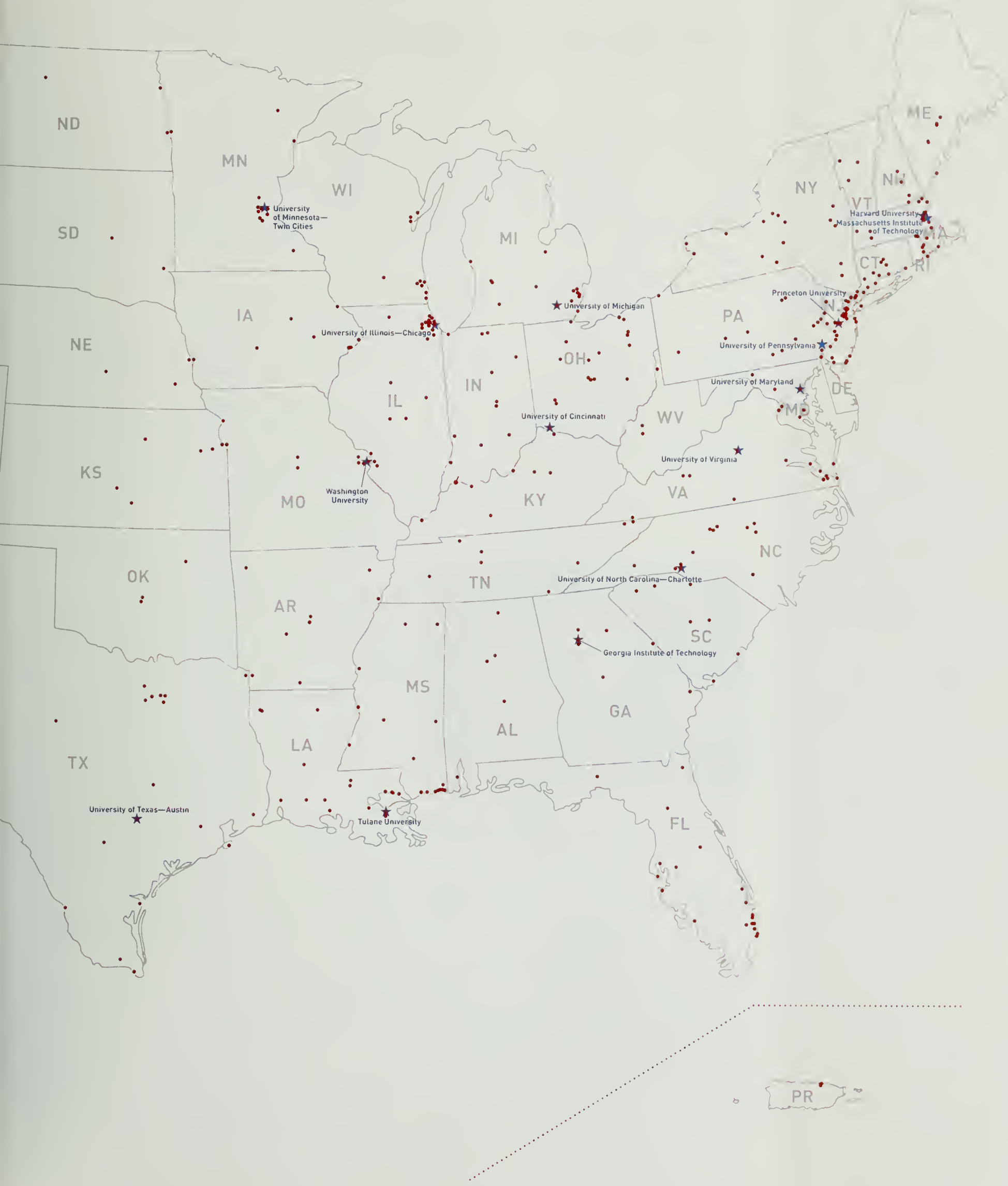
"The Mayors' Institute was one of the most rewarding experiences I have had as mayor. It allowed me to talk about big visions with great minds in a collegial setting mayors can't often experience. I came back refreshed, refocused, and more determined than ever to improve the quality of design in my city. I would strongly encourage anyone lucky enough to be invited to take advantage of this great opportunity."

Participating Mayors' Cities and Host Universities

LEGEND

- city with participating mayor(s)
- host university

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PR
University of Minnesota—Twin Cities
University of Illinois—Chicago
University of Michigan
Princeton University
University of Pennsylvania
Harvard University
Massachusetts Institute of Technology
University of Maryland
University of Cincinnati
University of Virginia
Washington University
University of North Carolina—Charlotte
Georgia Institute of Technology
University of Texas—Austin
Tulane University

Curt Pringle
Mayor of Anaheim, CA
MICD 33, 2004

"The Mayors' Institute on City Design has played a pivotal role in carrying out my vision for the City of Anaheim. What I learned there has facilitated better collaboration among our planners and traffic engineers, and the fresh perspective we gained will add tremendous value to our downtown revitalization plan now underway. The Mayors' Institute is based on the idea that the most valuable asset a city can build is a better community, but that intangible asset can only be achieved through tangible, deliberate means."

Alumni Mayors as of January 2008

More than 750 mayors have participated in the Mayors' Institute on City Design.

ALABAMA	
Bessemer	Quitman Mitchell
Birmingham	Richard Arrington, Jr.
	Bernard Kincaid
Huntsville	Steve Hettinger
Mobile	Michael C. Dow
Prattville	Jim Byard, Jr.
ALASKA	
Anchorage	Tom Fink
	Rick Mystrom
	Mark Begich
ARIZONA	
Chandler	Boyd Dunn
Gilbert	Wilburn Brown
	Cynthia Dunham
Glendale	Elaine M. Scruggs
Goodyear	William Arnold
Mesa	Keno Hawker
Peoria	Ken Forgia
Phoenix	Terry Goddard
Prescott	Paul Daly
Scottsdale	Herbert Drinkwater
	Sam Campana
Tempe	Neil Giuliano
Tucson	Tom Volgy
Yuma	Marilyn Young
ARKANSAS	
El Dorado	Mike Dumas
Fayetteville	Fred Hanna, Jr.
	Dan Coody
Hot Springs	Helen Selig
Jonesboro	Hubert A. Brodell
Little Rock	Lottie Shackelford
	Jim Dailey
	Mark Stodola
North Little Rock	Patrick Henry Hays
Texarkana	Danny Gray
West Memphis	Keith Ingram
CALIFORNIA	
Alameda	Ralph Appezzato
Anaheim	Tom Daly
	Curt Pringle
Azusa	Cristina Cruz Madrid
Berkeley	Shirley Dean
	Tom Bates
Beverly Hills	Meralee Goldman
	Vicki Reynolds
Carmel-by-the-Sea	Sue McCloud
Chico	Scott Gruendl
Chula Vista	Tim Nader
Culver City	Edward Wolkowitz
	Sandra J. Levin
	Jozelle Smith
Del Rey Oaks	Jack Barlich
East Palo Alto	Sharifa Wilson
Eureka	Nancy Flemming
Fairfield	Harry T. Price
Fremont	Gus Morrison
Gonzales	Matt Gourley
Greenfield	J.M. Romo
Hayward	Michael Sweeney
Hemet	Lori Van Arsdale
Irvine	Larry Agran
	Beth Krom
King City	John Myers
Long Beach	Beverly O'Neill
Marina	Jim Perrine
Modesto	Peggy Booth Mensinger
	Carol Whiteside
	Jim Ridenour
Monrovia	Lara Blakely
Monterey	Dan Albert
Monterey Park	Rita Valenzuela
Oakdale	Pat Kuhn
Oakland	Elihu Harris
Oxnard	Manuel Lopez
Palm Springs	Ron Oden
Pasadena	William E. Thomson, Jr.
	Rick Cole
	William Bogaard
Petaluma	Patricia Hilligoss
Rialto	John Longville
Richmond	Rosemary Corbin
	Irma Anderson
	Gayle McLaughlin
Riverside	Terry Frizzel
	Ronald Loveridge
Sacramento	Anne Rudin
	Heather Fargo
Salinas	Anna Caballero
San Bernardino	W. R. "Bob" Holcomb
	Judith Valles
San Francisco	Gavin Newsom
San Leandro	Ellen Corbett
	Sheila Young
San Mateo	Sue Lampert
San Rafael	Albert J. Boro
Sand City	David Pendergrass
Santa Ana	Tom Lutz
Santa Barbara	Sheila Lodge
	Marty Blum
Santa Clara	Judy Nadler
Santa Cruz	Katherine Beiers
Santa Rosa	Sharon Wright
	Michael Martini
	Bob Blanchard
Santee	Jack Doyle
Seaside	Jerry Smith
	Don Jordan
Soledad	Richard Ortiz

Stockton	Joan Darrah
	Gary Podesto
	Edward J. Chavez
Sunnyvale	Lawrence Stone
Temecula	J. Sal Muñoz
Torrance	Dan Walker
Tulare	Richard Ortega
Turlock	Curt Andre
West Sacramento	Christopher Cabaldon

COLORADO

Aurora	Paul E. Tauer
Boulder	Linda Jourgensen
	Leslie Durgin
Colorado Springs	Mary Lou Makepeace
Denver	Wellington Webb
	John Hickenlooper
Fort Collins	Susan Kirkpatrick
	Ann Azari
	Ray Martinez
	Doug Hutchinson
Lakewood	Linda Morton
	Steve Burkholder
Littleton	Pat Cronenberger
	Susan Thornton
Pueblo	Corinne Koehler
Thornton	Noel Busck

CONNECTICUT

Bridgeport	Joseph Ganim
	John Fabrizi
Danbury	Gene Eriquez
Groton City	Dolores Hauber
Hartford	Carrie Saxon Perry
	Mike Peters
	Eddie Perez
Middletown	Domenique Thornton
Naugatuck	Mike Bronko
New Britain	Lucian Pawlak
New Haven	John DeStefano, Jr.
Norwalk	William Collins
Stamford	Dannel Malloy
Stratford	James Miron

DELAWARE

Wilmington	James Sills, Jr.
	James Baker

DISTRICT OF COLUMBIA

Washington	Anthony Williams

FLORIDA

Bradenton	Wayne Poston
Gainesville	Pegeen Hanrahan
Fort Lauderdale	Robert O. Cox
	Jim Naugle
Fort Myers	Wilbur C. Smith III
	Bruce T. Grady
	Jim Humphrey
Hallandale Beach	Joy Cooper
Hollywood	Mara Giulianti
Jacksonville	John Delaney
Lakeland	Ralph L. "Buddy" Fletcher
Lauderhill	Richard Kaplan
Miami	Manuel Diaz
Miami Beach	Neisen Kasdin
North Miami	Christine Moreno
Orlando	Glenda Hood
	Buddy Dyer
Pembroke Pines	Frank Ortis
Port St. Lucie	Robert Minsky
	Patricia Christensen
St. Petersburg	David J. Fischer
	Richard Baker
Tallahassee	Dorothy Inman-Crews
	John Marks
Tampa	Pam Iorio
West Palm Beach	Nancy Graham
	Joel Daves
	Lois Frankel

Courtesy of and photo by James Russell

In Miami Beach, design preservation has been credited with a dramatic economic turnaround.

GEORGIA

Athens	Gwen O'Looney
	Doc Eldridge
	Heidi Davison
Atlanta	Shirley Franklin
Augusta	Charles DeVaney
	Bob Young
East Point	Patsy Jo Hilliard
Macon	Lee Robinson
	Tommy Olmstead
	Jim Marshall
	C. Jack Ellis
Roswell	Jere Wood
Savannah	Susan Weiner
	Floyd Adams, Jr.
	Otis Johnson

Eddie A. Perez

Mayor of Hartford, CT

MICD 32, 2002

"As a new mayor, the workshop provided me with a great opportunity to establish a paradigm on how to evaluate my city's urban fabric. It was also important for me to sit down with fellow mayors to discuss urban concerns and address challenges we tackle each day in our respective cities."

Jim Marshall

U.S. House of Representatives
Former Mayor of Macon, GA

MICD 21, 1996

"I was a new mayor who had inherited a plan to replace our main street with a 45-mph throughway. I knew in my gut this was wrong, but I wasn't sure what to do about it. Thanks to what I learned at the Institute, I could get away with saying, "Over my dead body." My participation encouraged me, taught me and gave me the contacts I needed to stop the throughway and then reallocate the money toward a redesign and revitalization effort that is now underway, saving our downtown core. But for the Mayors' Institute, I doubt we would have ended up saving the four city blocks that are now being rebuilt."

HAWAII	
Honolulu	Jeremy Harris
	Mufi Hannemann
Lihue	JoAnn Yukimura
Maui	Alan Arakawa
Wailuku	Linda Crockett Lingle
IDAHO	
Boise	Dirk Kempthorne
	Brent Coles
Caldwell	Garret Nancolas
Nampa	Tom Dale
Idaho Falls	Thomas V. Campbell
ILLINOIS	
Alton	Donald Sandidge
Arlington Heights	Arlene Mulder
Aurora	Thomas Weisner
Bartlett	Catherine Melchert
Belleville	Roger Cook
Champaign	Dan McCollum
	Gerald Schweighart
Chicago	Richard M. Daley
Decatur	Terry Howley
East St. Louis	Debra Powell
Elgin	Ed Schock
Evanston	Joan Barr
	Lorraine Morton
Highland Park	Daniel M. Pierce
Maywood	Joseph Freelon
Naperville	A. George Pradel
Oak Park	David Pope
Orland Park	Daniel McLaughlin
Palatine	Rita Mullins
Peoria	David Ransburg
Rockford	Charles E. Box
	Doug Scott
	Lawrence Morrissey
Schaumburg	Alan Larson
Springfield	Karen Hasara
INDIANA	
Bloomington	Tomilea Allison
Carmel	James Brainard
Columbus	Fred Armstrong
Elkhart	James P. Perron
Evansville	Russell Lloyd
Fort Wayne	Paul Helmke
	Graham A. Richard
Gary	Thomas Barnes
	Scott King
Indianapolis	Bart Peterson
Kokomo	Stephen J. Dailey
South Bend	Joseph Kernan
	Stephen J. Luecke
Terre Haute	James Jenkins
Vincennes	Belle Kastin

IOWA	
Bettendorf	Ann Hutchinson
Cedar Rapids	Lee Clancey
	Paul Pate
	Kay Halloran
Clinton	LaMetta Wynn
Council Bluffs	Tom Hanafan
Davenport	Thomas Hart
	Charles Brooke
	Edwin Winborn
Des Moines	Preston Daniels
	Frank Cownie
Dubuque	Terrance Duggan
Waterloo	Bernard L. McKinley
	John Rooff III
KANSAS	
Hutchinson	Frances Garcia
Kansas City	Carol Marinovich
	Joe Reardon
Lawrence	Robert Walters
Manhattan	Edith Stunkel
Topeka	Harry "Butch" Felker
	Joan Wagnon
Wichita	Bob Knight
KENTUCKY	
Bowling Green	Eldon Renaud
	Elaine N. Walker
Covington	Denny Bowman
Frankfort	William I. May, Jr.
Lexington	Pam Miller
	Teresa Isaac
	Jim Newberry
Louisville	Jerry Abramson
	Dave Armstrong
Owensboro	David Adkisson
Paducah	Geraldine Montgomery
LOUISIANA	
Alexandria	Edward G. Randolph, Jr.
Baton Rouge	Tom Ed McHugh
	Melvin "Kip" Holden
Bossier City	George Dement
Covington	Keith Villere
	Candace Watkins
Crowley	Isabella delaHoussaye
Gretna	Ronnie Harris
Lafayette	Joey Durel
Lake Charles	Willie Mount
	Randy Roach
Mandeville	Eddie Price
Monroe	Robert Powell
	Abe Pierce
	Melvin Rambin
New Iberia	Cliff Aucoin
	Ruth Fontenot
New Orleans	C. Ray Nagin
Shreveport	Hazel Beard
	Robert "Bo" Williams
Slidell	Ben Morris
St. John the Baptist Parish	Nickie Monica
Zachary	Henry J. Martinez

MAINE	
Auburn	Lee Young
Augusta	William Burney, Jr.
Gardiner	Patricia Bourgoin
Lewiston	James Howaniec
	John Jenkins
	Kaileigh Tara
Portland	Thomas Allen
	John McDonough
	Karen Geraghty
Waterville	Paul LePage

MARYLAND	
Annapolis	Ellen Moyer
Baltimore	Kurt Schmoke
	Martin O'Malley
Bowie	Gary Allen
Frederick	James Grimes
	William Holtzinger
Hagerstown	Steven Sager

MASSACHUSETTS	
Attleboro	Judith Robbins
Brockton	John Yunits, Jr.
Boston	Thomas Menino
Cambridge	Alice Wolf
Gloucester	John Bell
Haverhill	Theodore Pelosi
Lawrence	Kevin Sullivan
	Patricia Dowling
	Michael Sullivan
Lynn	Patrick McManus
New Bedford	John K. Bullard
	Rosemary Tierney
	Fred Kalisz, Jr.
	Scott Lang
Newton	Thomas Concannon
Northampton	David Musante, Jr.
	Mary Ford
Pittsfield	Gerald S. Doyle, Jr.
Quincy	James Sheets
Springfield	Robert Markel
	Michael J. Albano

MICHIGAN	
Ann Arbor	Elizabeth Brater
	Ingrid Sheldon
	John Hieftje
Dearborn	Michael Guido
Grand Rapids	Gerald R. Helmholdt
	John Logie
Inkster	Edward Bivens, Jr.
Kalamazoo	Robert Jones
Kentwood	William Hardiman
Lansing	Terry J. McKane
	David Hollister
	Virg Bernero
Livonia	Robert Bennett
	Jack Kirksey
Monroe	C.D. "Al" Cappuccilli
Muskegon	Fred Nielsen
Pontiac	Clarence E. Phillips
Saginaw	Gary Loster
Southfield	Donald Fracassi
	Brenda Lawrence
Taylor	Gregory Pitoniak

MINNESOTA	
Bloomington	Gene Winstead
Brooklyn Park	Steve Lampi
Burnsville	Elizabeth Kautz
Duluth	Gary Doty
	Herb Bergson
Eden Prairie	Gary Peterson
	Jean Harris M.D.
Golden Valley	Mary Anderson
Hibbing	Richard Nordvold
Minneapolis	Sharon Sayles Belton
	R.T. Rybak
Moorhead	Mark Voxland
Rochester	Chuck Hazama
	Chuck Canfield
	Ardell Brede
South Saint Paul	Katherine Trummer
St. Paul	George Latimer
	James Scheibel
	Norm Coleman

MISSISSIPPI	
Biloxi	A.J. Holloway
D'Iberville	Rusty Quave
Gautier	Pete Pope
Greenville	C. C. "Frank" Self
Gulfport	Ken Combs
	Robert Short
	Brent Warr
Hattiesburg	Johnny Dupree
Jackson	Kane Ditto
	Harvey Johnson, Jr.
	Frank Melton
Long Beach	Robert Bass
Meridian	Jimmy Kemp
	John Robert Smith
Moss Point	Xavier Bishop
Natchez	David Armstrong
	F. L. "Hank" Smith
Ocean Springs	Connie Moran
Oxford	Patricia Lamar
Pascagoula	Matthew Avara
Tupelo	Larry Otis
Vicksburg	Robert Walker

MISSOURI	
Chesterfield	Nancy Greenwood
Columbia	Mary Anne McCollum
	Darwin Hindman
Jefferson City	Louise Gardner
Kansas City	Emanuel Cleaver II
	Kay Barnes
St. Charles	Robert Moeller
	Patricia York
St. Joseph	Glenda Kelly
	Ken Shearin
St. Louis	Vincent C. Schoemehl, Jr.
	Freeman Bosley, Jr.
	Clarence Harmon
	Francis Slay
University City	Janet Majerus

Norm Coleman

U.S. Senate
Former Mayor of St. Paul, MN

MICD 19, 1995

"As mayor of Minnesota's capital city, St. Paul, I realized that it was going to be important not only to have a plan for the future design of the city, but I would also need to find ways of working with designers, business owners, and residents to implement that plan. The Mayors' Institute on City Design prepared me for ways to reflect and recognize the importance of creating an enduring vision for the future of the city, but more importantly, for generating solutions to make that vision a reality."

Sue Myrick
U.S. House of Representatives
Former Mayor of Charlotte, NC
MICD 4, 1988

"Having participated in the program and then seeing the positive results in my city, I would recommend the Institute to every mayor. Sometimes you get so wrapped up in the day-to-day issues of your city that it is hard to see the forest for the trees. The Mayors' Institute allowed me to think outside the box and to learn from other mayors who had already tackled similar problems. In every respect, it was a very positive experience."

MONTANA	
Billings	James E. Van Arsdale
	Chuck Tooley
	Ron Tussing
Bozeman	Tim Swanson
	Steve Kirchhoff
Missoula	Daniel Kemmis
	Mike Kadas
	John Engen

NEBRASKA	
Grand Island	Ken Gnadt
	Margaret Hornady
Lincoln	Bill Harris
	Mike Johanns
	Don Wesely
	Coleen Seng
	Chris Beutler
Omaha	Hal Daub

NEVADA	
Henderson	James Gibson
Las Vegas	Jan Laverty Jones
Reno	Pete Sferrazza
	Jeff Griffin
Sparks	Geno Martini

NEW HAMPSHIRE	
Concord	William Veroneau
Franklin	Brenda Elias
Manchester	Ray Wieczorek
	Bob Baines
Nashua	Rob Wagner
	Bernard Streeter

Courtesy of New Jersey Performing Arts Center. © Jeff Goldberg/Esto

The New Jersey Performing Arts Center invites audiences to a once derelict corner of downtown Newark.

NEW JERSEY	
Asbury Park	Kevin Sanders
Atlantic City	James Whelan
Bordentown	William D. Nine, Jr.
Burlington	Herman Costello
Camden	Aaron Thompson
	Milton Milan
East Orange	Cardell Cooper
	Robert Bowser
Edison	George Spadoro
Elizabeth	J. Christian Bollwage
Hackensack	John F. Zisa
Highland Park	Meryl Frank
Hightstown	Amy I. Aughenbaugh
Hoboken	David Roberts
Hope	Timothy McDonough
Irvington	Sara Bost
	Wayne Smith
Lambertville	David DelVecchio
Manahawkin	Carl W. Block
Newark	Sharpe James
Old Bridge	Barbara Cannon
Orange	Robert Brown
Paterson	Martin Barnes
Perth Amboy	Joseph Vas
Plainfield	Albert McWilliams
Pleasantville	Ralph Peterson, Sr.
Port Norris	George Garrison
Princeton	Barbara Boggs Sigmund
Princeton Junction	Shing-Fu Hsueh
Red Bank	Edward McKenna, Jr.
South Amboy	John O'Leary
South Bound Brook	JoAnne B. Schubert
Stewartsville	Robert Zelley
Trenton	Arthur J. Holland
	Douglas Palmer
Vineland	Perry Barse

NEW MEXICO	
Albuquerque	Louis E. Saavedra
	Martin Chavez
Farmington	Thomas Taylor
Las Cruces	Rubén A. Smith
	William Mattiace
Rio Rancho	Kevin Jackson
Roswell	Thomas Jennings
Santa Fe	Samuel Pick
	Debbie Jaramillo

NEW YORK	
Albany	Thomas M. Whalen III
Binghamton	Juanita Crabb
	Richard Bucci
	Matthew T. Ryan
Buffalo	Anthony Massiello
	Byron Brown
Cooperstown	Carol Bateman Waller
Freeport	Arthur Thompson
	William Glacken
Ithaca	Alan J. Cohen
Mount Vernon	Ernest Davis
Newburgh	Audrey Carey
Niagara Falls	James Galie
	Irene Elia PhD
Nyack	John Shields
Oneonta	David Brenner
Poughkeepsie	Paul Buccellato
	Nancy Cozean
Rochester	Thomas P. Ryan, Jr.
	William A. Johnson, Jr.
	Robert Duffy
Rome	Joseph Griffo
Saratoga Springs	Almeda Dake
Schenectady	Karen Johnson
	Albert Jurczynski
Syracuse	Matthew Driscoll
Utica	Timothy Julian
White Plains	Alfred Del Vecchio
	S. J. Schulman
NORTH CAROLINA	
Asheville	Charles Worley
	Terry Bellamy
Chapel Hill	Kenneth Broun
	Rosemary Waldorf
	Kevin Foy
Charlotte	Sue Myrick
	Patrick McCrory
Durham	Nicholas Tennyson
	William Bell
Fayetteville	Marshall Pitts, Jr.
Gastonia	Jennifer Stultz
Greensboro	V. M. Nussbaum, Jr.
	Carolyn Allen
High Point	Rebecca Smothers
Huntersville	Kim Phillips
Raleigh	Tom Fetzer
Salisbury	Susan Wear Kluttz
Winston-Salem	Martha S. Wood
	Jack Cavanagh
	Allen Joines

NORTH DAKOTA	
Fargo	Bruce Furness
Grand Forks	Mike Polovitz
Minot	Orlin Backes
OHIO	
Akron	Donald Plusquellic
Canton	Sam Purses
Cincinnati	Roxanne Qualls
	Mark Mallory
Columbus	Michael Coleman
Cuyahoga Falls	Don Robart
Dayton	Rhine McLin
Dublin	Joel Campbell
East Cleveland	Wallace Davis
Findlay	John Stozich
Gahanna	Rebecca Stinchcomb
Kettering	Marilou Smith
Lima	David Berger
Mansfield	Lydia Reid
Marion	Jack Kellogg
Solon	Robert Paulson
Toledo	Carleton Finkbeiner
Zanesville	Marilyn Swope
OKLAHOMA	
Edmond	Daniel P. O'Neil
Oklahoma City	Ronald Norick
	Kirk Humphries
	Mick Cornett
Tulsa	Rodger A. Randle
	Susan Savage
	Kathryn L. Taylor
OREGON	
Astoria	Edith Henningsgaard
Corvallis	Helen Berg
	Charles Tomlinson
Eugene	Kitty Piercy
Lake Oswego	Judie Hammerstad
Milwaukie	Carlyn Tomei
Portland	J. E. "Bud" Clark
	Tom Potter
Springfield	Bill Morrisette

Michael Coleman

Mayor of Columbus, OH

MICD 30, 2001

"It was an awesome experience networking with my colleagues. We all had a common goal of building today for a positive tomorrow through revitalization of our cities. I highly recommend that mayors who have not participated in this program take advantage of it."

Phil Bredesen
Governor of Tennessee
Former Mayor of
Nashville, TN
MICD 20, 1996

"The two days at the Mayors' Institute absolutely changed my thinking on the design and placement of our city library. Now we have a wonderful new Robert Stern building directly on axis with our state capitol, when it might very well have ended up on a much less successful site. I came back from the Institute with a new process and a new way of thinking about the city."

Alumni Mayors continued

PENNSYLVANIA	
Allentown	Joseph S. Daddona
	William Heydt
	Ed Pawlowski
Altoona	Thomas Martin
	Wayne Hippo
Bethlehem	Kenneth Smith
	John Callahan
Chester	Barbara Bohannan-Sheppard
Easton	Thomas Goldsmith
Erie	Joyce Savocchio
	Richard Filippi
Lancaster	Janice C. Stork
	Charlie Smithgall
Pittsburgh	Tom Murphy
Reading	Warren Haggerty, Jr.
Scranton	Christopher Doherty
State College	William Welch
Wilkes-Barre	Lee Namey
	Thomas D. McGroarty
York	Charles Robertson
	John Brenner
PUERTO RICO	
Bayamon	Ramón Luis Rivera
San Juan	Baltasar Corrada del Rio
RHODE ISLAND	
Cumberland	Frank Gaschen
Newport	Robert McKenna
	David Gordon
Pawtucket	James Doyle
Providence	Vincent Cianci, Jr.
	David Cicilline
Warwick	Scott Avedisian
Woonsocket	Francis Lanctôt
SOUTH CAROLINA	
Charleston	Joseph P. Riley, Jr.
Columbia	T. Patton Adams
	Robert Coble
Greenville	William D. Workman III
	Knox White
Hilton Head	Thomas Peeples
Rock Hill	Betty Jo Rhea
	Doug Echols
Sumter	Joseph McElveen
Spartanburg	James Talley
	William Barnett III
SOUTH DAKOTA	
Huron	Merle D. Lewis
Rapid City	Jerry Munson
Sioux Falls	Jack White

TENNESSEE	
Bristol	Sue Ojanen
Chattanooga	Gene Roberts
	John Kinsey
	Ron Littlefield
Clarksville	Don Trotter
	John Piper
Franklin	Thomas Miller
Jackson	Charles Farmer
Kingsport	Ruth Montgomery
Knoxville	Victor Ashe
	Bill Haslam
Nashville	Philip Bredesen
	Bill Purcell
TEXAS	
Abilene	Gary McCaleb
Austin	Frank Cooksey
Beaumont	Evelyn Lord
	David Moore
	Guy Goodson
Brownsville	Ygnacio Garza
	Patricio Ahumada
	Henry Gonzalez
	Blanca Vela
	Eddie Treviño, Jr.
Corpus Christi	Mary Rhodes
Dallas	Laura Miller
Denton	Euline Brock
DeSoto	Richard Rozier
Edinburg	Joe Ochoa
El Paso	William Tilney
	Raymond Caballero
	John Cook
Euless	Mary Lib Saleh
Fort Worth	Kay Granger
	Kenneth Barr
	Michael J. Moncrief
Galveston	Janice R. Coggeshall
	Barbara Crews
	Lyda Ann Thomas
Irving	Morris Parrish
Laredo	Saul N. Ramirez, Jr.
	Elizabeth "Betty" Flores
Midland	Robert E. Burns
San Antonio	Lila Cockrell
	Howard Peak
	Ed Garza
Sugar Land	David Wallace
Texarkana	James Bramlett
Waco	Robert Sheehy, Sr.
	Mike Morrison
	Virginia DuPuy

UTAH	
Murray	Daniel Snarr
Ogden	Glenn Mecham
	Matthew Godfrey
Park City	Bradley Olch
Provo	Lewis K. Billings
Salt Lake City	Palmer DePaulis
	Deedee Corradini
	Ross C. Anderson
Sandy City	Steven Newton
Taylorsville	Russ Wall
VERMONT	
Burlington	Peter Clavelle
	Bob Kiss
Montpelier	Ann Cummings
	Mary S. Hooper
Rutland	Jeffrey Wennberg
VIRGINIA	
Alexandria	Patricia Ticer
Blacksburg	Ron Rordam
Bristol	Jerry Allen Wolfe
Cape Charles	Alex Parry
Charlottesville	Frank Buck
	Alvin Edwards
Chesapeake	William Ward
Danville	Linwood Wright
Hampton	Ross Kearney, II
Norfolk	Joseph A. Leafe
	Mason Andrews
	Paul Fraim
Portsmouth	Gloria Webb
	James W. Holley, III
Richmond	Timothy Kaine
Roanoke	David Bowers
	Ralph K. Smith
Virginia Beach	Robert G. Jones
	Meyera Oberndorf
Williamsburg	John Hodges
WASHINGTON	
Auburn	Peter Lewis
Bellevue	Connie Marshall
Bellingham	Tim Douglas
	Mark Asmundson
Bremerton	Louis Mentor
Everett	Peter Kinch
	Edward D. Hanson
Federal Way	Debra G. Ertel
	Mahlon "Skip" Priest
Kent	Dan Kelleher
Lynnwood	Don Gough
Mount Vernon	Skye Richendrfer
Redmond	Rosemarie Ives
Renton	Kathy Keolker
Seattle	Greg Nickels
Spokane	Jack Geraghty
	John Powers
Tacoma	Karen Vialle
	Brian Ebersole
	Bill Baarsma
Vancouver	Bruce Hagensen
Wenatchee	Earl Tilly
Yakima	Pat Berndt

WEST VIRGINIA	
Charleston	Jay Goldman
Parkersburg	Robert Newell
Wheeling	John Lipphardt
	Nicholas Sparachane
WISCONSIN	
Appleton	Dorothy Johnson
	Timothy M. Hanna
Brookfield	Kathryn Bloomberg
Green Bay	Samuel Halloin
	Paul Jadin
	James Schmitt
Greenfield	Timothy Seider
Kenosha	John Antaramian
Madison	Joseph Sensenbrenner
	Sue Bauman
Milwaukee	John Norquist
	Tom Barrett
Neenah	Marigen Carpenter
Racine	Gary Becker
Waukesha	Carol Opel
WYOMING	
Cheyenne	Don Erickson

Courtesy of Wallace Roberts & Todd, LLC

Richmond's Canal Walk turns a piece of industrial heritage—a barge canal—into a popular urban amenity.

Kay Granger

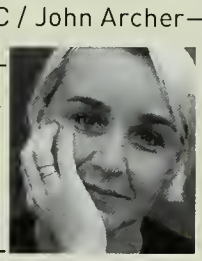
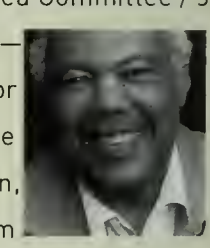
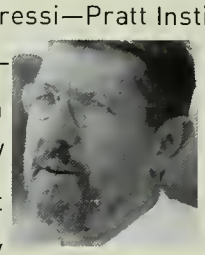
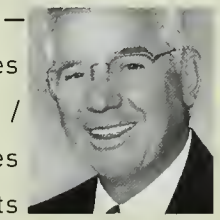
U.S. House of Representatives
Former Mayor of Fort Worth, TX

MICD 11, 1991

"It was the most important program that I attended as a mayor. Throughout my three terms, I kept coming back to what I had learned at the Institute and applying it to my city. I can think of at least three specific success stories that were the direct result of my participation. These include the creation of a grand boulevard in the place of a torn-down overpass, the rebuilding of our downtown library, and the reorientation of the city toward its waterfront. Honestly, in terms of what will last beyond me into the future, the Mayors' Institute had a greater influence than anything else I did while in office."

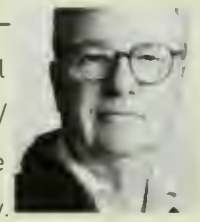
Alumni Faculty as of January 2008

More than 550 design professionals have served as resource team members at the Mayors' Institute on City Design.

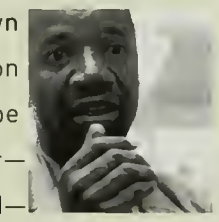
Joan Abrahamson—Jefferson Institute / Douglas Allen—Hargreaves Associates / Stan Allen—Field Operations / Douglas Allen—Georgia Institute of Techno
Minnesota / Taylor Andrews—Andrews Urban LLC / John Archer—University of Minnesota / Elmo Baca—The Great American Station Foundation / Elinor Baco
Center of Northeast Ohio / **Julie Bargmann**—  University of Virginia / Jonathan Barnett—University of Pennsylvania / Richard Baron—Mc
Bartsch—Northeast-Midwest Institute / Mary Catherine Bateson—George Mason University / Constance Beaumont—National Trust for
Transportation / Matthew Bell—University of Maryland / Gary Bellomy—Land Design Studio / Dena Belzer—Strategic Economics / Ralp
Associates / Fred Bernstein—Author / Anita Berrizbeitia—University of Pennsylvania / Lee Bey—Chicago Central Area Committee / Jay
Southern California / Warren Boeschenstein—University of Virginia / Chuck Bohl—University of Miami / **J. Max Bond**—  D
Peter Bosselman—University of California at Berkeley / Stephanie Bothwell—Urban and Landscape Design / Roberta Brandes Gratz—Author
/ Susanne Brendel-Pandich—National Trust for Historic Preservation / Todd Bressi—Pratt Institute / Annette Bridges—Scott Joplin House
Brown—EDAW / Kimberly Brown—Mississippi State University / **Will Bruder**—  Will Bruder Architects / Robert Bruegmann, P
of Massachusetts / Ignacio Bunster-Ossa—Wallace Roberts & Todd / Dan Burden—Walkable Communities / Tom B
University of California at Berkeley / Peter Calthorpe—Calthorpe Associates / Mark Cameron—Morgan State University / Robert Campbell—
/ Donna Carter—Carter Design Associates / Colin Cathcart—Kiss & Cathcart Architects / Karen Chapple—University of California at Berkel
Rick Chellman—TND Engineering / Susan Child—Child Associates / Jeffrey Chusid—University of Texas / John Clark—The John A. Clark C
Partners / Rick Cole—Former Mayor of Pasadena / David Collins—City of Knoxville / Paula Collins—Western Development Group / Richard Collins—
Association / Lee Copeland—Mithun / Judith Corbett—Local Government Commission / Joe Cortright—Impresa Consulting / Fernando Costa—City of Fort Worth
of Virginia / David Crane—University of South Florida / Dana Crawford—Urban Neighborhoods / David Crockett—Chattanooga Institute for Sustainabili
Dagenhart—Georgia Institute of Technology / Diane Dale—University of Virginia / Deborah Dalton—University of Oklahoma / Elizabeth Danze—University of
University of Texas / Marleen Davis—University of Tennessee / John de Monchaux—Massachusetts Institute of Technology / Elizabeth Deakin—UC Transporta
of Virginia / Eduardo Diaz—San Antonio Dept of Arts & Cultural Affairs / David Dillon—Dallas Morning News / Hank Dittmar—Reconnecting America / Davi
Dodson Associates / Kathy Dorgan—Dorgan Architecture and Planning / Robert Dorgan—Institute for Small Town Studies / Victor Dover—Dover, Kohl, & Partn
Zyberk & Co. / Joseph Duckworth—Arcadia Communities, Inc. / Ellen Dunham-Jones—Georgia Institute of Technology / Sarah Dunn—UrbanLab / Karl DuPuy
/ John Eddy—Arup / Julie Eizenberg—Koning/Eizenberg Architecture / Mona El Khafif—Tulane University / **Merril Elam**— Scogin, Elam &
Community Design + Architecture / Mark Falcone—Continuum Partners LLC / Gregory Farrington—Lehigh University / Gayle Farris—Fo
Martin Felsen—UrbanLab / Liz Ferrer—Bank of America / Ronald Filson—Tulane University School of Architecture / Bonnie Fisher—ROMA D
Rogers and Partners Architects / Kristina Ford—New Orleans City Planning / Ronald Forman—Audubon Institute / Harrison Fraker—Universi
Freedom Group Architects / Eduardo Freer—Johnson, Johnson & Roy / John Fregonese—Fregonese Associates / Dennis Frenchman—Mas
Gamard—Tulane University / Mario Gandelsonas—Princeton University / Harvey Gantt—Gantt Huberman Architects / Kathleen Garcia—Wallace Roberts & To
Gatzke—Tulane School of Architecture / Patricia Gay—Preservation Resource Center / Robert Geddes—Geddes Demshak Archite
Mike Ghielmetti—Signature Properties / Robert Gibbs—Gibbs Planning Group / Deirdre Gibson—National Park Service / William Gilchrist—City of Birm
University / **Parris Glendening**—  Smart Growth Leadership Institute / Harold Glover / Deborah Goddard—Harvard University / Terry Godd
/ Vince Graham—Civitas / James Grauley—Bank of America Community Development Corporation / Bert Gregory—Mithun / Ran
Greiwe—Downtown Cincinnati, Inc. / Toni Griffin—District of Columbia Office of Planning / Maxine Griffith—Columbia University / Jerry Gut
Halsband—RM Kliment & Frances Halsband Arch. / Hugh Hardy—H3 Hardy Collaboration Architecture / Robert Harris—University of Sc
Smith-Miller + Hawkinson Architects / Duncan Hazard—Polshek Partnership Architects / Clifton Henry—Hammer, Siler, George and Assoc
Hiss—Author / John Hoal—Washington University / David Hollenberg—National Park Service / Cindy Holler—Fannie Mae / Michael Holleran—University of
Urban Land Institute / Ray Huff—Huff + Gooden Architects / Karen A. Hundt—Planning & Design Studio / Steven Hurtt—University of Maryland / Ernest Hutt
Berkeley / Clifford Janey—Rochester Public Schools / Gloria Jeff—Federal Highway Administration / Ronald Jensen—Arizona State University / **Carlos Jimen**
Johnson—Civitas / Ralph Johnson—Perkins & Will / William Johnson—Peter Walker/William Johnson & Partners / Dennis Jones—Virginia Polytechnic Instit
/ Michael W. Jones—Office of Executive, Saint Louis County / John Kaliski—Urban Studio / Brian Kane—The Kane Group Landscape Architects / Peter Katz—

clogy / Karen Alschuler—Simon Martin-Vegue Winkelstein Morris / Andrew Altman—District of Columbia Office of Planning / Thomas Anding—University of
on—E.R. Bacon Development / Adele Fleet Bacow—Policy and Management Associates / Susan Balmori—Balmori Associates / Andrew Baque—Urban Design
cCormack Baron & Assoc / Brenda Barrett—National Heritage Areas / Cheryl Barton—Ken Kay Associates / Craig Barton—University of Virginia / Charles
r Historic Preservation / Laurie Beckelman—World Monuments Fund / Robert Becker—Audubon Institute / William Beetle—New Jersey Department of
h Bennett—University of Maryland / Daniel Bennett—University of Arkansas / Gayle Berens—Urban Land Institute / David Bergmann—Economic Research
Biggins—Stadtmauer, Bailkin-Biggins / Eugene Birch—University of Pennsylvania / Omar Blaik—University of Pennsylvania / Edward Blakely—University of
avis, Brody & Assoc / John Boorn—Madison Marquette / Ben Boozer—South Carolina Downtown Development Association / Amy Bortz—Towne Properties /
H. Alan Brangman—Georgetown University / Benjamin Bratton—Southern California Institute of Architecture / Joseph Breiteneicher—Philanthropic Initiative
Angela Brooks—Pugh + Scarpa / Terry Brooks—Development Services / Paul Brophy—Brophy & Reilly LLC / Catherine Brown / J. Carter Brown / Joseph
n.D.—University of Illinois - Chicago / Simeon Bruner—Bruner-Cott, Associates / Charles Buki—Neighborhood Reinvestment Corp. / John Bullard—University
uresh—University of Michigan / Carol Burns—Harvard University /Taylor MacDougall Burns Architects / Shirl Byron—Morgan State University / Bruce Cain—
The Boston Globe / Mario Campos—Jones & Jones / Michael Carmichael—EDAW / Elaine Carmichael—ERA Associates / Don Carter—Urban Design Associates
ley / Jim Charlier—Charlier Associates, Inc. / **Adele Chatfield-Taylor**—

American Academy in Rome / Jay Chatterjee—University of Cincinnati /
ompany / Janine Clifford—Clifford Planning / Kelly Clifton—University of Maryland / **Henry Cobb**—



Pei, Cobb, Freed, &
University of Virginia / Nancy Rutledge Connery / Robert Conradt / Cardell Cooper—National Community Development
h Planning Department / John Costonis—Vanderbilt University / Leland Cott—Harvard University / Maurice Cox—University
y / Walter Cudnohufsky—Walter Cudnohufsky & Associates / Dean Currie—California Institute of Technology / Richard
Texas / Deborah Darden—Lackawanna Field Office, National Park Service / Robert Davis—Seaside Community Dev. Corp. / Thomas Davis—
ion Center / Michael Dennis—Massachusetts Institute of Technology / Antonio Di Mambro—Antonio Di Mambro + Associates / Mario di Valmarana—University
d Dixon—Goody Clancy / Michael Dobbins—Atlanta Planning & Development Commission / Fred Dock—Meyer Mohaddes Associates / Harry Dodson—Harry
ers / John Dowlin—Hamilton County Commission / Boris Dramov—ROMA Design Group / Robert Dripps—University of Virginia / Andres Duany—Duany Plater-
—University of Maryland / Ruth Durack—Urban Design Center of Northeast Ohio / Juan Echaniz i Sans / Stanton Eckstut—Ehrehnkrantz & Eckstut Architects
Bray / Nan Ellin—Arizona State University / Russell Ellis—University of California / Philip Enquist—Skidmore, Owings, and Merrill, LLP / Phil Erickson—
rest City-Science + Technology Group / Ray S. "Rip" Farris—Tuscan Development / Reese Fayde—Living Cities / Ed Feiner—Skidmore, Owings and Merrill /
esign Group / Robert Fishman—University of Michigan / Nancy Fleming—SWA Group / Julianne Fletcher—Preservation Texas / Steven Foote—Perry Dean
ty of California at Berkeley / John Francis—University of Utah / Carol Franklin—Andropogon / Iain Fraser—Washington University / Philip Freelon—The
sachusetts Institute of Technology / Howard Frumkin, MD—Center for Disease Control / Carol Galante—BRIDGE Housing / Leslie Gallery / Elizabeth
dd / Doug Garofalo—Garafalo Architects / Alex Garvin—Alex Garvin and Associates / Augustin Garza—Garza Group / Ray Gastil—The Van Alen Institute / Don
cture & Planning / Stephanie Gelb—Battery Park City Authority / Rosalie Genevro—The Architectural League of New York /
ingham / Tom Gilmore—Gilmore Associates / Ray Gindroz—Urban Design Associates / Adam Glaser—Washington University / Nathan Glazer—Harvard
ard—Former Mayor of Phoenix / Joan Goody—Goody, Clancy Goody Clancy Architecture, Planning and Preservation / Lisa Gould—Skidmore, Owings & Merrill
dy Gregson—Downtown



Development District / Ken Greenberg—Greenberg Consultants / Udo Greinacher—University of Cincinnati / Rick
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Alumni Faculty (continued)

/ Douglas Kelbaugh—University of Michigan / Katharine Kelley—Green Street Properties / Michael Kelly—District of Columbia Housing Authority / Sheila Ken
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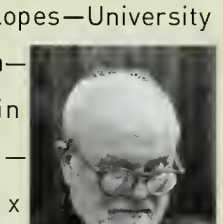
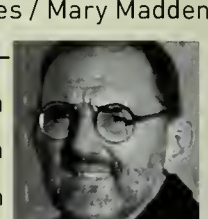
Donlyn Lyndon—  University of California at Berkeley / Lyndon/Buchanan Assoc / John MacManus—Teng Associates / Mary Madden—Ferrell
Martin—Martin & Pitz Assoc / Randall Mason—University of Pennsylvania / Tom Martinson / **Thom Mayne**—  Morphosis
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Patricia O'Brien—Patricia O'Brien Landscape Architecture / Cheryl O'Neil—Torti Gallas CHK / Paul Okamoto—Okamoto-Saijo Architecture / Gary Okerlund—
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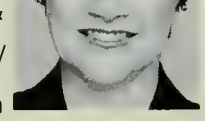
Group / Pratap Talwar—Thompson Design Group / Anne Tate—Rhode Island School of Design / **Marilyn Taylor**—  Skidmore Owings and M
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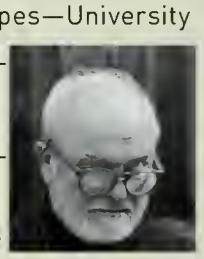

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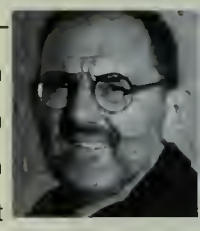

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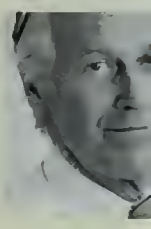

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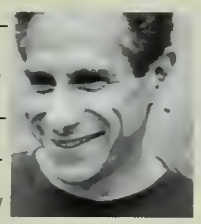
University of Virginia / **Eric Owen Moss**—  South California Institute of Architecture / Anne Vernez Moudon—University of Washington /
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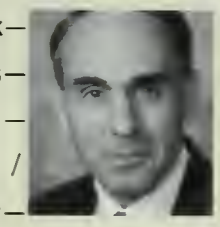
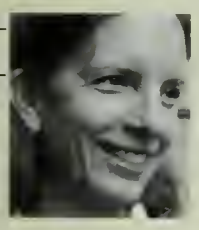
r / Robert Patterson—University of Texas / **Robert Peck**—  The Staubach Company / John Peterson—
n Plater Zyberk—  Duany Plater-Zyberk & Co. / Alan Plattus—Yale University / Linda Pollak—Harvard
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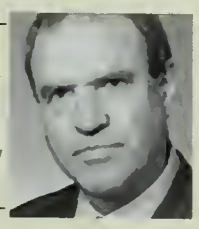
rth Carolina at Charlotte / **Witold Rybczynski**—  University of Pennsylvania / Donovan Rypkema—Place Economics / Joaquin Sabate i Bel—CCRS
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inger—The Brookings Institution / Norma Merrick Sklarek—Jerde Partnership / Daniel Slone—McGuire, Woods, Battle and Boothe / Catherine Sloss Crenshaw—
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y Tung—Freedman, Tung & Bottomley / Henry Turley—Turley Company / Suzanne Turner—Louisiana State University / Michael Underhill—Arizona State University
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/ Michael Willis—Michael Willis & Associates / Patricia Wilson—National Trust for Historic Preservation / James Wines—SITE / Thomas Wright—Regional Plan
bert immer—Brown University / Patricia Zingsheim—DC Office of Planning / Donald Zuchelli—ZHA / Charles Zucker—American Institute of Architects / Jeffrey

Case Study
Louisville Waterfront Park

Jerry Abramson
Mayor of Louisville, KY

A little more than a decade ago, downtown Louisville was isolated from the Ohio River and its heritage by an interstate highway, industry on the waterfront, and decades of neglect. But today Waterfront Park has become the "living room for the city," where locals and tourists come to connect with the city's history, stroll along the river, board riverboats, and enjoy outdoor festivals.

The rebirth of the riverfront began with the election of Jerry Abramson as mayor in 1985 and picked up momentum when he attended the Mayors' Institute on City Design. Mayor Abramson was elected to office in a city nicknamed "River City," but Louisville's pedestrian and recreational access to the Ohio River was severed in 1972 when an elevated highway along the waterfront was constructed.

From the beginning, Mayor Abramson believed that the fabric of Louisville's downtown had to be stitched back together for it to function best. He turned to the Mayors' Institute for guidance.

As a participant in the twelfth national Institute in 1992, the mayor discussed his vision for Louisville's downtown with the design experts around the table. These included urban designers, park planners, and experienced developers from other cities with revitalized waterfronts who were excited about the opportunity to bring their expertise to Louisville.

In a lively 90-minute brainstorming session of the sort that has become a hallmark of the Mayors' Institute, these experts, Mayor Abramson, and the other invited mayors proposed design alternatives and argued their merits, in hope that the best ideas would be incorporated into the city's plan.

Case study images courtesy of Hargreaves Associates, facing page and inset photos by John Gollings. next page, bottom by Geoffrey Carr

Jerry Abramson
Mayor of Louisville, KY
MICD 12, 1992

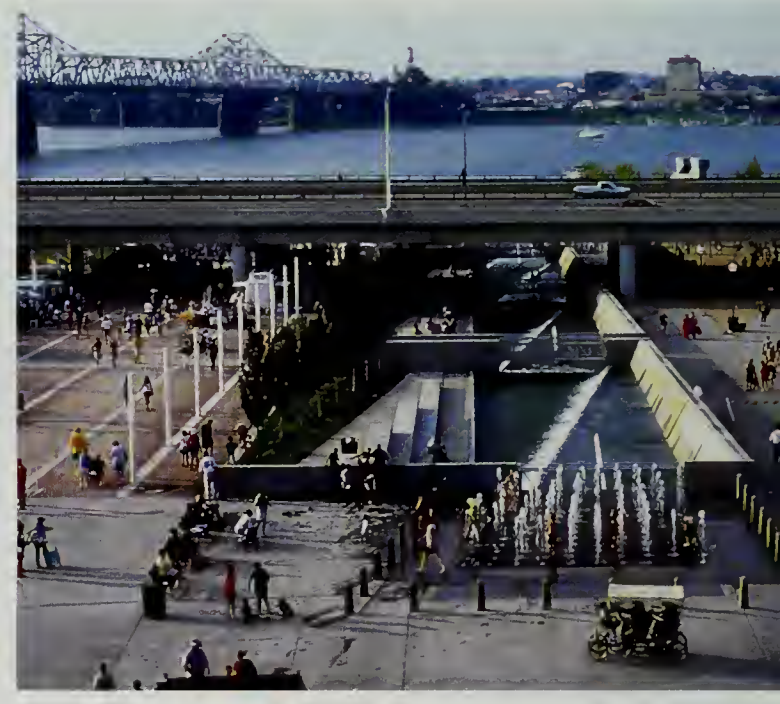
"From my experience with the Mayors' Institute on City Design, I've gained a greater appreciation for the value of design and its importance in improving communities. As mayor, you can't create a vision for your community without including design as a critical component."

Mayor Abramson returned to his city with renewed vision and vigor. The mayor, the 15-member Louisville Waterfront Development Corporation that he created, and the firm Hargreaves Associates that he hired to develop a master plan began to deliver on the promise of the Mayors' Institute discussions.

"We made smart design decisions working with a great designer," Mayor Abramson said. "We assembled a strong team and involved the community in the planning. The park's scale and use of space make it an appealing and long-lasting part of our local landscape."

To reconnect downtown to the waterfront, streets were reconfigured and a highway on-ramp was moved to open up views. Despite those changes, the river was still not visible from most downtown streets. To correct this problem a new park was gradually sloped toward the river, allowing for direct views and acting as a visual focal point. New lighting, public art, and water features were added to enliven the waterfront.

The project continues. At this time, 72 acres of waterfront have been converted from industrial to public space. Fundraising for an additional 13 acres is underway, and there are plans to build a pedestrian bridge across the river.



If crowds are any indication, the effort is a success. More than one million people visit the waterfront each year, and an estimated 5,000 people work in a waterfront district which once had only a hundred or so employees.

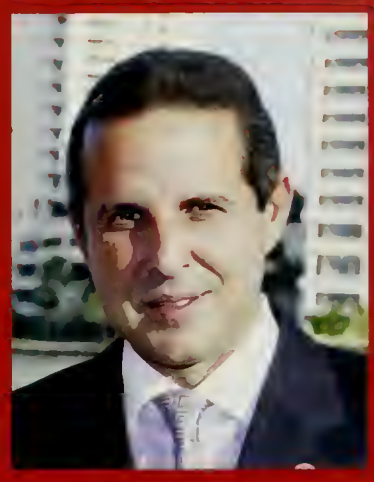
A ragged strip of industrial land bordered by railroads, junkyards, and a snarl of highways has become a place where residents and visitors enjoy the best of Louisville. This good news story is one of dozens nationwide where the Mayors' Institute on City Design has played a role in the physical transformation of an American city.

Kathy Taylor
Mayor of Tulsa, OK
MICD 40, 2007

"The Mayors' Institute on City Design was invaluable. After having been mayor about 18 months, I was able to take concepts and pragmatic solutions home from both other mayors and resource consultants. The Institute is the right amount of time and structure to have a great impact on all mayors."

Mark Mallory
Mayor of Cincinnati, OH
MICD 37, 2006

"The Mayors' Institute was a truly unique and rewarding experience. It was incredibly valuable to have the opportunity to hold a workshop on a specific planning opportunity in Cincinnati and get ideas and feedback from mayors from around the country. The relaxed setting allowed the mayors to really dig into the issues of each project. I was able to take something from each discussion that I could use back in Cincinnati."



Manuel Diaz
Mayor of Miami, FL
MICD 34, 2004

"All of the great things I heard about the Mayors' Institute were proved true. I only wish I had made the time earlier to attend. The quality of the resource professionals and the ensuing discussions exceeded my high expectations and gave me some valuable insight into the physical future of my city. To each of my colleagues at the U.S. Conference of Mayors: If you are lucky enough to be invited, don't pass up the opportunity to attend."

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Transforming
communities
through design

The Mayors' Institute on City Design

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www.archfoundation.org

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